



NCPPP and FTA

***Major Project Development
in Uncertain Times***

July 8, 2009

***Darrell Johnson, OCTA &
Kurt Ramey, KPMG LLP***



building a gateway to the future

ARTIC Background

- A planned multi-modal transportation center located in Anaheim, California, within the heart of Orange County
- Joint leadership by OCTA and City of Anaheim
- Originally contemplated as a major Phase 1 public-private-partnership with downstream service additions (2008)
- Project was directly impacted by the financial crisis; resulted in changes to project delivery approach (2009 and beyond)
- ARTIC's progression includes a series of lessons learned

Platinum Triangle

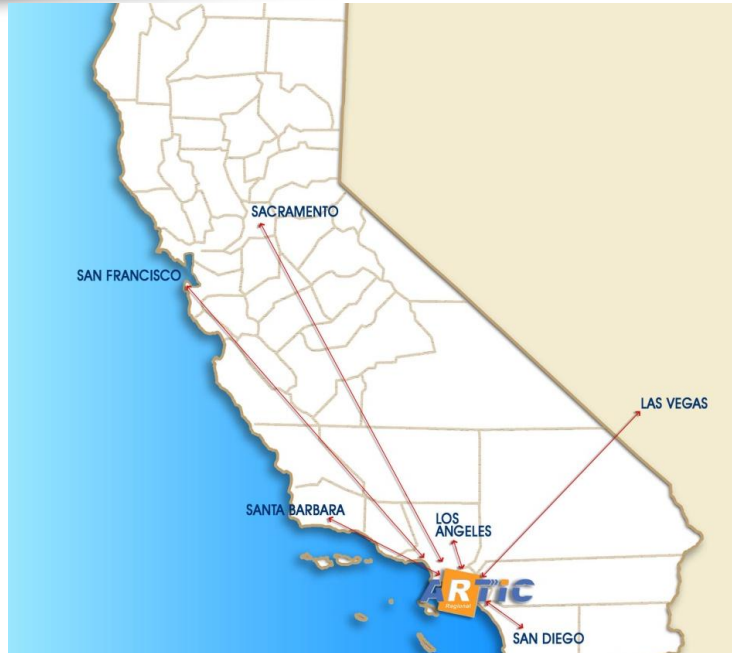
- Mixed-use developments are currently underway within Platinum Triangle
- Joint development of ARTIC site:
 - Anaheim encourages transit-oriented housing and supporting commercial and retail functions within the Platinum Triangle
 - Opportunity for office and commercial development under PPP model



Focal Point for Transportation



Focal Point for Transportation



Vision

- ARTIC will be a world class transportation center where people transfer between travel services to reach Southern California activity centers and business districts. This facility will be an “airport without runways,” featuring remote baggage and check-in for passengers traveling to state, national and international destinations.

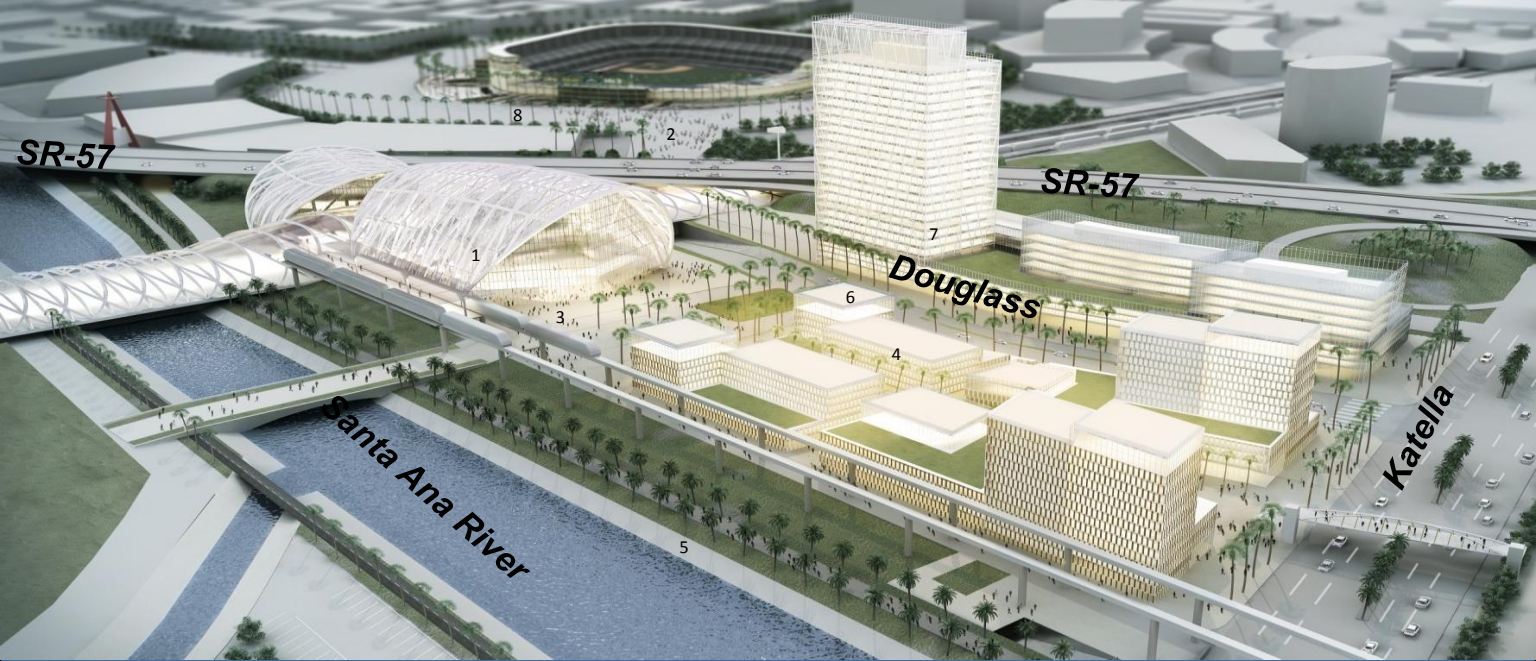
ARTIC Long Range Development Vision

- Iconic Transit Center
- California High-Speed Rail Connection to San Francisco
- Fixed Guideway Connection to Resort District
- MagLev Connection to Las Vegas
- Vibrant Commercial Developments Under PPP Model
 - Office, Hotel, Retail, Entertainment
 - 18 X 7 Operations
- A Western United States Landmark



Concept Model – Phase 1

1. INTERMODAL CENTER
2. STADIUM PAVILION ENTRY
3. GRAND PLAZA
4. SANTA ANA RIVER PARK
5. TREE GROVE PARKING
6. ANAHEIM STADIUM
7. EXISTING BUILDING (separate land owner)



Concept Model – Phase 3 (Build-Out)

1. INTERMODAL CENTER
2. STADIUM PAVILION ENTRY
3. GRAND PLAZA
4. GRAND PROMENADE RETAIL/RESIDENTIAL
5. SANTA ANA RIVER PARK
6. COMMERCIAL OFFICE / RETAIL / PARKING
7. MIXED USE DEVELOPMENT
8. ANAHEIM STADIUM

Initial Project Phasing

- Phase I 2007 to 2015 Initial Service
 - Amtrak and Metrolink with related bus, shuttle services and amenities
 - Approximately 1.5M square feet of office, retail and hotel development by private partner
 - ***Order of magnitude estimates of \$600M to \$1B for Phase I***
- Phase II 2016 to 2030 Build Out
 - Growth in passenger facilities and support services
 - Fixed guideway connection to resort district
 - Anaheim to Ontario segment of the CNSST
 - California High Speed Rail integration

Shift in Development Approach (2008-2009)

- Global Economic Crisis
 - Impacts developer access to capital; commercial development opportunities weaken
 - Anaheim and OCTA change course to move forward with ARTIC
- Re-phasing of ARTIC Project
 - ARTIC Phase 1 Initial Transit Center accelerated by design-bid-build delivery
 - Future project phasing will be needs and market driven
 - Project 2 – Fixed Guideway Project 3 – CHSR Project 4 – Commercial Mixed-Use Development
- Flexible Development Model with focus on Acceleration
 - Public-Private Partnership/Joint Development Model where appropriate
 - Maximize innovation; leverage public-sector dollars and capitalize on public assets
 - Allows for cost sharing or revenue sharing arrangements

Revised Project Phasing – Key Elements

- Phase I Initial Transit Facility (2008-2013)
 - Relocate existing Amtrak/Metrolink station and supporting transit facilities; connections to fixed-route bus and BRT
 - TOD retail and mixed-use commercial
 - Concentrates transit development to maximize space for future development
 - ***Phase I approved funding = \$178.9M***
- Phase II – 2020 Buildout (2014-2020)
 - Increased transportation services and infrastructure
 - Fixed guideway to resort district
 - Expansion of transit station, commercial development, and civic space
- Phase III – Ultimate Buildout (2021 and beyond)
 - Infrastructure and expansion to support High-Speed Rail
 - Additional expansion of transit station, commercial development, and civic space

ARTIC – Structure and Team

- City of Anaheim – Project Owner and Project Manager
- OCTA – Transit station development oversight, environmental process, transit operations
- KTG Y - Urban Design
- KPMG – Financial and Project Advisor
- ULI TAP – Project Review
- Parsons Brinkerhoff/HOK - Architectural & Engineering Firm
- Jones & Stokes - Environmental Clearance
- Program Manager – Currently In Procurement
- General Contractor – Procurement in 2010

ARTIC Progress



- Environmental Clearance Underway (OCTA)April 2009
- Architectural & Engineering Firm (City)May 2009
- Final Design and Environmental Clearance CompleteOct 2010
- Construction Start (City) 2011
- Construction Complete (Phase 1) – Station Operational2013

ARTIC – Next Projects

- Fixed Guideway
- CA High Speed Rail Integration
- Commercial, Mixed Use Development
- And Others...

ARTIC Key Lessons Learned

A major project requires a major leader

- Continuous commitment, progress and flexibility are paramount
- Maintain your vision and move forward
- Focus efforts on the project delivery goals more so than methods
- Obtain regional stakeholder agreements early
- Continuously engage private sector to understand the market
- Review project delivery approach and be adaptive to change; phasing is critical
- Instill team discipline to document progress and secure approved public agency agreements, roles, budgets, scope and schedule



building a gateway to the future